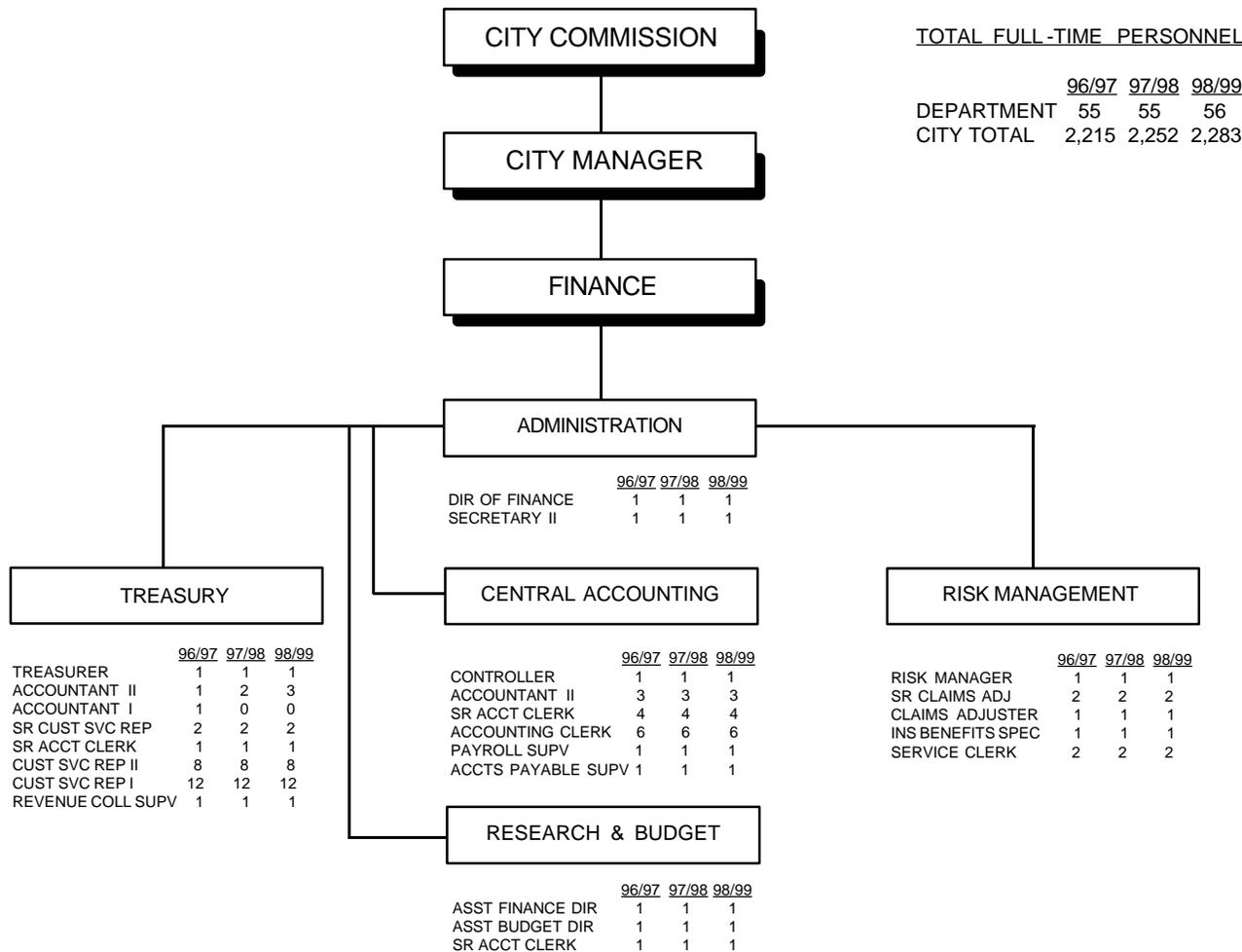


ORGANIZATION PLAN FINANCE



FINANCE DEPARTMENT

MISSION

Provide a sound financial foundation for all departments, enabling them to work in the best interests of our community, and instill the City's value system among our employees to foster innovative solutions, achieving an outstanding level of service at a reasonable cost.

FY 1998/99 GOALS, OBJECTIVES AND SELECTED PERFORMANCE MEASURES

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Administration	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$218,848	\$220,906	\$212,053
Total FTE's	2	2	2

1. Goal: Maintain the City's excellent bond ratings with Moody's Investors Service and Standard & Poor's Corp.

Objective: a. Increase unreserved General Fund balance for the next three years to equal 7-10% of revenues.

<u>Selected Performance Measures</u>	FY 96/97	FY 97/98	FY 98/99
	<u>Actuals</u>	<u>Estimated</u>	<u>Target</u>
Effectiveness:			
Moody's Bond Rating:			
General Obligation	Aa3	Aa3	Aa3
Excise Tax	A1	A1	A1
Water & Sewer	Aa2	Aa2	Aa2
Standard & Poor's Rating:			
General Obligation	AA	AA	AA
Excise	A+	A+	A+
Water & Sewer	AA-	AA-	AA-

	FY 96/97	FY 97/98	FY 98/99
<u>DIVISION:</u> Central Accounting	<u>Actuals</u>	<u>Estimated</u>	<u>Proposed</u>
Total Budget	\$905,561	\$912,967	\$958,924
Total FTE's	16	16	16

2. Goal: Disseminate financial information to employees, the Commission, the public, bondholders, and outside agencies in a timely and efficient manner.

Objectives: a. Process transactions through the centralized financial system and distribute system generated management and departmental reports.

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- b. Responsible for the majority of the City's internal and external financial reporting including the preparation of the City's Comprehensive Annual Financial Report.
- c. Process bi-weekly, monthly, and special annual payrolls for the employees and retirees.
- d. Process vendor payments and non-expenditure disbursements.
- e. Ensure that adequate controls are maintained for all disbursements of the City in both the payroll and accounts payable areas.
- f. Begin implementation of new payroll personnel system.

<u>Selected Performance Measures</u>	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Target</u>
Workloads/Outputs:			
Vendor Checks Issued	29,931	33,047	32,000
Invoices Processed	42,008	43,000	43,000
Payroll Checks/Direct Deposit Transactions	92,470	95,171	95,000
Financial Transactions	348,484	360,000	360,000
Efficiency:			
Invoices/4 FTE's	10,502	10,750	10,750
Accounts Reconciled Timely	48 %	55 %	75 %
Effectiveness:			
Received GFOA Award	Yes	Yes	Yes
Account Reconciliations Performed	97 %	97 %	97 %

<u>DIVISION:</u> Risk Management	FY 96/97 <u>Actuals</u>	FY 97/98 <u>Estimated</u>	FY 98/99 <u>Proposed</u>
Total Budget	\$866,436	\$1,047,008	\$1,179,750
Total FTE's	7	7	7

3. Goal: Protect the city's operating budget by: minimizing the City's exposure to risk; accurate reserving/funding of incurred liabilities; and proper allocation/distribution of the cost of accidental losses.

- Objective: a. Continuous improvement and savings in Risk Management programs through safety and loss prevention; property conservation, protection and human element procedures; General, Auto, Police Professional, and Employment Practices Liability claims administration; Workers' Compensation claims administration; health, dental, and life insurance and Section 125 benefits administration.

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<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Claims (Property & Casualty)	673	670	675
Workers' Compensation Claims	489	450	470
Efficiency:			
New Liability Claims/2 FTE's	317	319	325
Effectiveness:			
Claims Settlement Rate (No Litigation)	98 %	98 %	98 %

<u>DIVISION:</u> Treasury	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget	\$1,375,852	\$1,475,970	\$1,633,594
Total FTE's	27	27	28

4. Goal: Provide an outstanding level of customer service while generating, collecting and accounting for all revenues due to the City.

- Objectives:
- a. Improve utility billing technology by implementing customer interface enhancements such as credit card and electronic payments.
 - b. Maximize use of Internet opportunities for City financial disclosure and other related information.
 - c. Assure sufficiency of working capital by making funds available as needed.
 - d. Maximize return on capital through the administration of an aggressive investment program.
 - e. Prepare and collect utility billing for all accounts served by the City.
 - f. Track and followup on all account receivables systems.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
Workloads/Outputs:			
Utility Accounts Billed	649,018	650,000	650,000
Utility Billing Work Orders	60,530	60,000	60,000
Efficiency:			
Utility Bills/23 FTE's	28,218	28,261	28,261
Reconciliations Performed Timely	90 %	100 %	100 %

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<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
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Effectiveness:

Increase Telecom Tax Revenues	\$232,600	\$225,000	\$230,000
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<u>DIVISION:</u> Research and Budget	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Proposed</u>
Total Budget	\$245,968	\$255,171	\$253,841
Total FTE's	3	3	3

5. Goal: Facilitate and monitor the City's budget process and provide information for decision making to the City Management, City Commission, advisory boards, and taxpayers in order to produce a legally and politically acceptable balanced budget, that meets GFOA standards.

- Objectives:
- a. Coordinate budget preparation and review process and provide staff training.
 - b. Prepare the City's annual budget, furnish requested information to the public, and have the budget document published and available on the City's website by December 1, 1998.
 - c. Monitor budget expenditures and prepare expenditure and revenue projections.
 - d. Perform research and policy analysis.
 - e. Act as liaison to the Budget Advisory Board and provide staff support related to the funding of community groups for the Community Services Board and the Economic Development Advisory Board.
 - f. Begin implementation of new payroll projection system to project salaries and benefits for the budget process.

<u>Selected Performance Measures</u>	<u>FY 96/97 Actuals</u>	<u>FY 97/98 Estimated</u>	<u>FY 98/99 Target</u>
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Workloads/Outputs:

Special Projects & Research Studies	34	21	38
Advisory Board Staff Hours	205	177	200
Budget Preparation & Training Hours	2,574	2,745	2,800

Efficiency:

Research Studies/2 FTE's	17	11	20
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Effectiveness:

Received GFOA Award	Yes	Yes	Yes
Gen. Fund Budget Estimates vs. Actuals	1 %	0.8 %	0.8 %

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	FY 96/97	FY 97/98	FY 97/98	FY 98/99
	Actual	Rev Budget	Est Actual	Budget
<u>General Fund</u>				
Revenues				
Taxes	\$ 89,083,897	91,985,538	92,578,400	96,624,784
Intergovernment	13,609,856	14,051,500	13,965,159	13,739,100
Charges for Service	59,459	58,300	66,224	58,300
Miscellaneous Revenues	9,138,066	9,043,773	9,294,651	10,060,296
<i>Total</i>	\$ 111,891,278	115,139,111	115,904,434	120,482,480
Expenditures				
Salaries & Wages	\$ 1,798,271	1,873,178	1,883,552	2,005,518
Fringe Benefits	591,191	619,369	558,613	613,888
Services/Materials	318,650	371,345	377,061	365,899
Other Operating Expenses	36,072	38,688	36,507	39,707
Non-Operating Expenses	0	0	0	0
Capital Outlay	2,045	7,400	9,280	33,400
<i>Total</i>	\$ 2,746,229	2,909,980	2,865,014	3,058,412
<u>Insurance Fund</u>				
Revenues				
Intergovernment Revenue	\$ 6,426	5,000	6,426	5,000
Charges for Service	17,134,107	17,690,830	17,921,233	18,953,314
Miscellaneous Revenues	1,079,177	791,200	1,161,566	796,200
<i>Total</i>	\$ 18,219,710	18,487,030	19,089,225	19,754,514
Expenditures				
Salaries & Wages	\$ 354,972	370,550	364,917	406,175
Fringe Benefits	209,666	224,799	217,208	217,812
Services/Materials	154,050	257,352	251,473	286,712
Other Operating Expenses	130,013	209,842	194,610	200,051
Non-Operating Expenses*	4,962	0	0	0
Capital Outlay	12,773	8,627	18,800	69,000
<i>Total</i>	\$ 866,436	1,071,170	1,047,009	1,179,750

*FY 96/97 includes depreciation which is not budgeted.